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TAB A

20 May 1974

MILESTONES  
FOR ACHIEVEMENT OF INDIVIDUAL OBJECTIVES AND SUB-OBJECTIVES  
IN THE DCI'S  
"OBJECTIVES FOR THE INTELLIGENCE COMMUNITY"  
FOR FISCAL YEAR 1975

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20 May 1974

SUBSTANTIVE OBJECTIVES

OBJECTIVE NO. 1

Provide reliable, timely and comprehensive assessments of Soviet policies and intentions in the political, security and economic fields to include the dynamics of and factors affecting Soviet leadership and decision making.

MILESTONES

- |                  |   |
|------------------|---|
| 1 July 1974      | Issue DCI Key Intelligence Questions (KIQs) for FY 1975; assign individual KIQs to appropriate National Intelligence Officers (NIOs). |
| 1 September 1974 | Completion of baseline reports on each assigned FY 1975 KIQ.  |
| 1 November 1974  | Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs.   |
| 1 April 1975     | Report by the NIO office on implementing actions responding to any deficiencies cited in the 1 November KEP report.                   |
| 1 July 1975      | Issue DCI KIQs for FY 1976, and begin repeat of FY 1975 milestone process.  |

A-1

SECRET

SECRET

20 May 1974

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OBJECTIVE NO. 2

Provide reliable, timely and comprehensive data and assessments of

Sub-Objective No. 2-A

Improve assessment of

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1 July 1974

Issue DCI Key Intelligence Questions (KIQs) for FY 1975; assign KIQs related to the

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1 September 1974

Completion of baseline reports for each assigned FY 1975 KIQ.

1 November 1974

Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs.

1 April 1975

Report by the NIO office on implementing actions responding to any deficiencies cited in the 1 November KEP report.

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OBJECTIVE NO. 2

MILESTONES (Continued)

1 July 1975

Issue DCI KIQs for FY 1976, and  
begin repeat of FY 1975 KIQ-related  
milestone process.

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OBJECTIVE NO. 2

25X1

Provide reliable, timely and comprehensive data and assessments of

Sub-Objective 2-B

MILESTONES

1 October 1974

Complete terms of reference for review and assessment of the adequacy of current and programmed Community collection and processing capabilities directed toward identification and evaluation of the following advanced technologies in which a breakthrough or development of an operational application would have a significant impact on the strategic balance:

1 January 1975

five

1 April 1975

1 July 1975

1 October 1975

Presentation of program alternatives based on the reviews identified in the 1 October milestone in terms of technical capabilities

and feasibility assessments.

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20 May 1974

OBJECTIVE NO. 2

Provide reliable, timely and comprehensive data and assessments

25X1

Sub-Objective No. 2-C

Improve US capabilities to

MILESTONES

1 July 1974

1 September 1974

1 November 1974

1 April 1974

1 July 1975

Completion of baseline reports on each assigned FY 1975 KIQ.

Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs.

Report by the NIO office on implementing actions responding to any deficiencies cited in the 1 November KEP report.

Issue DCI KIQs for FY 1976, and begin repeat of FY 1975 milestone process.

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20 May 1974

OBJECTIVE NO. 3

Provide reliable, timely and comprehensive data and assessments of Chinese internal and external policies and capabilities with respect to the United States, its allies, and the USSR, and the Third World, especially India, SEA, and Africa.

Sub-Objective No. 3-A

Enhance the Community's ability to assess China's attitudes and objectives concerning the United States and the USSR, its policies and ambitions vis-a-vis its neighbors (including Japan), and the leadership situation in Peking.

Sub-Objective No. 3-B



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MILESTONES For Sub-Objectives 3-A and 3-B

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|------------------|---|
| 1 July 1974      | Issue DCI Key Intelligence Questions (KIQs) for FY 1975; assign individual KIQs to appropriate National Intelligence Officers (NIOs). |
| 1 September 1974 | Completion of baseline reports on each assigned FY 1975 KIQ.  |
| 1 November 1974  | Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs.   |
| 1 April 1975     | Report by the NIO Office on implementing actions responding to any deficiencies cited in the 1 November KEP report.                   |
| 1 July 1975      | Issue DCI KIQs for FY 1976 and begin repeat of FY 1975 milestone process.   |

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20 May 1974

OBJECTIVE NO. 4

Provide reliable, timely and comprehensive data and assessments on political and security situations or crises significantly affecting US interests or requiring US action (e. g., Arab-Israeli relations, South and Southeast Asia, the European Community, Latin America), including improved strategic warning.

Sub-Objective No. 4-A

anticipate and  
Improve US capabilities to assess other foreign and international political developments of significant policy interest to the United States (e. g.,

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MILESTONES

- |                  |   |
|------------------|---|
| 1 July 1974      | Issue DCI Key Intelligence Questions (KIQs) for FY 1975; assign individual KIQs to appropriate National Intelligence Officers (NIOs). |
| 1 September 1974 | Completion of baseline reports on each assigned FY 1975 KIQ.  |
| 1 November 1974  | Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs.   |
| 1 April 1975     | Report by the NIO office on implementing actions responding to any deficiencies cited in the 1 November KEP report.                   |
| 1 July 1975      | Issue DCI KIQs for FY 1976, and begin repeat of FY 1975 milestone process.  |

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20 May 1974

OBJECTIVE NO. 4

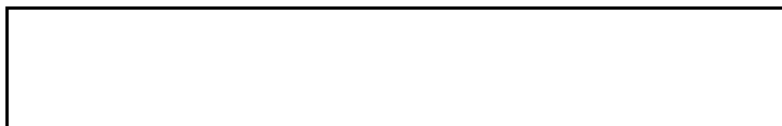
Provide reliable, timely and comprehensive data and assessments on political and security situations or crises significantly affecting US interests or requiring US actions (e.g., Arab-Israeli relations, South and Southeast Asia, the European Community, Latin America.), including improved strategic warning.

Sub-Objective No. 4-B

assessments of deteriorating international situations and  
Enhance Intelligence Community capabilities to provide timely warning of impending crises and take such actions as are necessary to improve performance of the Community during crisis periods.

MILESTONES

1 August 1974



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Complete arrangements for development of contingency collection plans for potential crisis areas.

1 November 1974

Complete review of the initial phase of activity under the USIB-approved National Operations and Intelligence Watch Officers Net (NOIWON); initiate such improvements as are appropriate.

1 January 1975

Complete USIB action on a reorganization of the Watch Committee and the National Indications Center, and on recommendations to enhance the Community's ability to issue clear and timely warnings.

1 February 1975

Complete the preparation of contingency collection plans for potential crisis areas.

1 April 1975

Complete a feasibility study and test on the use of CRT, plus secure voice communications and a computer interlinkage, for text editing by conference.

1 July 1975

Complete arrangements for functioning of a National Operations and Intelligence Analysts Net (NOIAN) on a secure communications net.

SECRET

20 May 1974

OBJECTIVE NO. 5

Provide reliable, timely and comprehensive data and assessments in support of US international economic policy decisions and negotiations.

Sub-Objective No. 5-A

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MILESTONES

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|------------------|---|
| 1 July 1974      | Issue DCI Key Intelligence Questions (KIQs) for FY 1975 assign individual KIQs on economic/energy matters to appropriate National Intelligence Officers (NIOs). |
| 1 September 1974 | Completion of baseline reports on each assigned FY 1975 KIQ.  |
| 1 November 1974  | Completion of the Key Intelligence Questions Evaluation Process (KEP) report on FY 1974 KIQs.   |
| 1 April 1975     | Report by the NIO office on implementing actions responding to any deficiencies cited in the 1 November KEP report.   |
| 1 July 1975      | Issue DCI KIQs for FY 1976, and begin repeat of FY 1975 milestone process.  |

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20 May 1974

OBJECTIVE NO. 5



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Provide reliable, timely and comprehensive data and assessments in support of US international economic policy decisions and negotiations.

Sub-Objective 5-B

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MILESTONES

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|------------------|--|
| 1 August 1974    | Approval by the Director of Central Intelligence of an integrated Economic Intelligence Plan responding to this objective.                   |
| 30 October 1974  | Convene a first meeting of the rejuvenated Requirements Advisory Board (RAB).  |
| 30 November 1974 | Evaluate responses                                       |
| 15 January 1975  | Complete a review of all political/economic guidance provided to the National Security Agency; achieve a prioritization of these tasks.      |
| 1 April 1975     | Completion by the NIO for Economics of an assessment of  |

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20 May 1974

RESOURCE MANAGEMENT OBJECTIVES

OBJECTIVE NO. 6

Evaluate and determine the performance of the Intelligence Community in meeting the substantive objectives contained in the FY 1974 Key Intelligence Questions and report the conclusions to the National Security Council Intelligence Committee for review and comment.

MILESTONES

- 1 November 1974 Completion by the Intelligence Community Staff of the KEP I pilot program performance report on FY 1974 KIQs, including recommendations to correct identified deficiencies in the process during 1975 as appropriate.
- 15 January 1975 Review by the National Intelligence Officers of interim performance against the FY 1975 KIQs.
- 1 September 1975 Completion by the NIO's and the Intelligence Community Staff of the KEP II performance report on KIQs for FY 1975.

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20 May 1974

OBJECTIVE NO. 7

Review the program of the Intelligence Community in the Intelligence Resources Advisory Committee and submit to the President, through the Office of Management and Budget, recommendations for a consolidated intelligence program budget, including tactical intelligence. ~~Present and~~ Support the approved budget to the Congress as required  
financial program before

Sub-Objective No. 7-A

Conduct studies and analyses to support program reviews under the sponsorship of the Intelligence Resources Advisory Committee (IRAC).

MILESTONES

NOTE: Specific milestones will be established for each issue study undertaken by the IRAC Working Group.

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20 May 1974

OBJECTIVE NO. 7

Review the programs of the Intelligence Community in the Intelligence Resources Advisory Committee and submit to the President, through the Office of Management and Budget, recommendations for a consolidated intelligence program budget, including tactical intelligence. Present and support the approved budget to the Congress as required.  
financial program before

Sub-Objective 7-B

alternative

together with

Evaluate and review proposals for new or improved collection systems ~~against~~ companion proposals for the effective processing and analysis of data to be collected.

MILESTONES

NOTE:

Specific milestones will be established as proposals are introduced by individual program managers.

A-13

SECRET

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20 May 1974

OBJECTIVE NO. 7

Review the programs of the Intelligence Community in the Intelligence Resources Advisory Committee and submit to the President, through the Office of Management and Budget, recommendations for a consolidated intelligence program budget, including tactical intelligence. ~~Present and~~ Support the approved budget to the Congress as necessary.  
financial program before

Sub-Objective No. 7-C

In conjunction with the DoD and the State Department,  
✓ Prepare and submit the consolidated Foreign Intelligence Program Budget Recommendations (NFIPBR) for FY 1976.

MILESTONES

1 September 1974	Commence preparation of NFIPBR.
15 November 1974	<del>DCI</del> <sup>IRAC</sup> review draft NFIPBR <u>submitted to DCI.</u>
22 November 1974	Distribute draft NFIPBR.
27 November 1974	IRAC meeting to review <sup>reclamas in the</sup> <del>NFIPBR.</del>
5 December 1974	Submission of NFIPBR to the President.

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20 May 1974

OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advise and assistance of the United States Intelligence Board, with respect to:

- a. The production of national intelligence responsive to Key Intelligence Questions (KIQs), developed from Presidentially approved substantive objectives and approved by the National Security Council Intelligence Committee;
- b. Formal and informal collaboration of the individual agencies and staffs of the Intelligence Community, to ensure the objectivity and clarity of intelligence products;
- c. The interaction of national and tactical intelligence;
- d. The proper integration of all intelligence to produce the best possible results;
- e. The protection of intelligence sources and methods; and
- f. Longer-term projection for planning of intelligence needs in the years ahead.

Sub-Objective No. 8-A

Increase Community participation in the production of national intelligence and enable reduction in the number of serialized publications by developing a family of coordinated national intelligence products which will use the analytic capabilities of the individual departments and agencies to best advantage.

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MILESTONES\*

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|----------------|---|
| 1 July 1974    | Complete the test period for the National Intelligence Bulletin, a daily publication; begin regular publication.  |
| 1 January 1975 | Complete USIB action on arrangements for publication of a National Intelligence Situation Summary during crisis periods.  |
| 1 July 1975    | Obtain from Intelligence Community production organizations a report on the impact which the family of national intelligence products has had on their serial publication programs. |

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\* Other members of the national intelligence product family, not mentioned in the milestones because they already are being published are:

National Intelligence Estimates (NIEs)  
Special National Intelligence Estimates (SNIEs)  
National Intelligence Analytical Memoranda (NIAM)

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20 May 1974

OBJECTIVE No. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

Sub-Objective 8-B

Preparation by the Director of the National Security Agency of the first integrated long-term SIGINT plan.

MILESTONES

- |                 |   |
|-----------------|---|
| 1 July 1974     | Completion of the initial draft of the plan, which will balance all current and projected requirements and priorities with postulated constraints, will address all SIGINT capabilities and direct support resources, and will consider processing and presentation as well as collection activities. |
| 1 November 1974 | Approval of the plan by the Secretary of Defense, and concurrence by the Director of Central Intelligence.  |

NOTE: A follow-on sub-objective or additional milestones may be developed, dependent upon actions approved as a result of recommendations surfaced in the plan.

The approved plan will be used as a guidance document for program development as part of the normal fiscal guidance/budget review process.

Approved For Release 2004/08/30 : CIA-RDP80M01082A000800100010-6

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20 May 1974

OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

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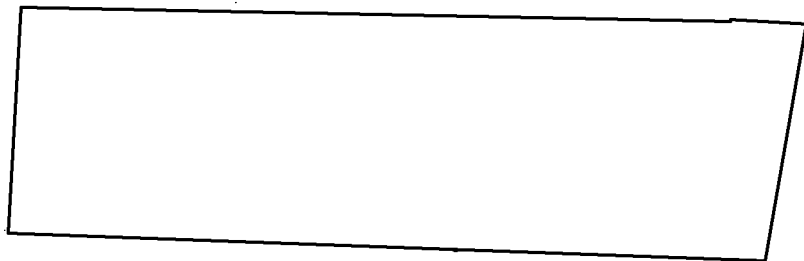
Sub-Objective No. 8-C

Preparation, under ExCom auspices, of the first long-term National Imagery Intelligence Plan applicable to

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MILESTONES

1 July 1974



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1 October 1974

Develop terms of reference for the National Imagery Intelligence Plan for approval at the November ExCom meeting.

1 July 1975

Complete the interim report on the plan for presentation at the July 1975 ExCom meeting.

1 October 1975

Complete development of the plan for presentation at the November 1975 ExCom meeting.

A-18

Approved For Release 2004/08/30 : CIA-RDP80M01082A000800100010-6

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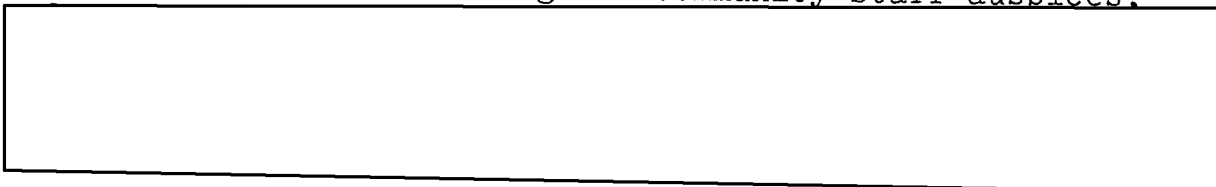
20 May 1974

OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

Sub-Objective No. 8-D

Preparation, under Intelligence Community Staff auspices.



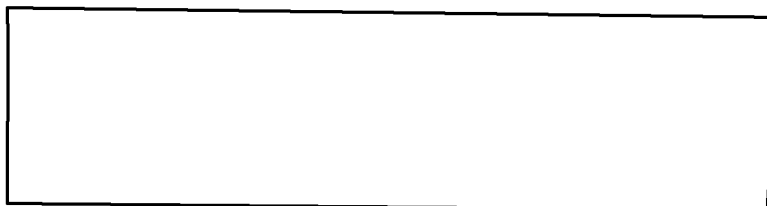
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MILESTONES

1 July 1975

Reconstitute the USIB Human Sources Committee on a permanent basis, with broad responsibilities to review and making recommendations concerning human source collection programs.

1 October 1974



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1 January 1975

Complete a review of the adequacy of substantive communication between human source collectors and production analysts and, as appropriate, develop mechanisms to improve such communication.

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SECRET

20 May 1974

Approved For Release 2004/08/30 : CIA-RDP80M01082A000800100010-6  
OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

Sub-Objective 8-E

Improve the interface between national and tactical intelligence activities in the interest of providing maximum support

{ the  
proper  
level of

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MILESTONES

1 July 1974

Working <sup>in</sup> concert with the Joint Chiefs of Staff, establish: (1) a joint national/tactical intelligence requirements task group to identify the peacetime, contingency and wartime essential elements of information of a representative military field commander; (2) a national intelligence capabilities task group to determine and quantify the capabilities of national intelligence systems to satisfy the intelligence needs of military commanders; (3) a joint task group to design and establish a common data base to incorporate identified tactical and national intelligence resources and to support the two substantive task groups.

1 September 1974

Initiate combined functioning of the requirements task group and the capabilities working group.

1 October 1974

Complete statement of the representative military commander's intelligence requirements and the national intelligence capabilities to respond to those requirements. Utilizing lessons learned in representative command test effort, initiate requirements/capabilities study of remaining areas.

1 February 1975

Initiate combined functioning of the requirements and capabilities working groups.

1 July 1975

Formulate recommendations in consultation with the Joint Chiefs of Staff and the Secretary of Defense to enhance assurance that the needs of national intelligence and of military operations are met without unnecessary duplication

A-20

Approved For Release 2004/08/30 : CIA-RDP80M01082A000800100010-6

SECRET

20 May 1974

OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

Sub-Objective No. 8-F

Improve the protection of intelligence sources and methods.

MILESTONES

Presentation and defense before Congress of recommendations for legislation to strengthen the protection of intelligence sources and methods.

NOTE: Such legislation already has been drafted. Specific milestone dates will depend upon action regarding this proposed legislation by the Executive Branch and the Congress.

1 January 1975

Have in operational use the initial elements of a Community Limited Access Intelligence Register (CLAIRE) as an unclassified automated system handling authorization lists for sensitive intelligence projects or topics.

20 May 1974

OBJECTIVE NO. 8

Provide leadership and guidance to the Intelligence Community, with the advice and assistance of the United States Intelligence Board.

Sub-Objective No. 8-G

Provide longer-term projection for planning of intelligence needs in the years ahead.

MILESTONES

1 August 1974	Disseminate the DCI Perspectives for Intelligence Planning.
1 October 1974	Complete the DCI Annual Report on the Intelligence Community.



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20 May 1974

OBJECTIVE NO. 9

Stimulate research, development and the application of techniques and procedures to improve intelligence collection, processing, analysis, production and presentation, with particular attention to product improvements and cost savings.

Sub-Objective 9-A

Formulate an overall research and development strategy to facilitate the focus of promising R&D activities and programs on identified collection, processing and analytic deficiencies and to ensure that intelligence program managers have full knowledge of technologies and technological advances available for application to their problems.

MILESTONES

1 November 1974

Obtain from the Intelligence Research and Development Council of the IRAC, a report on on-going R&D activities, projected over a five-year period, which have application to the National Foreign Intelligence Program, including identification of sponsor, the R&D organization involved, associated costs, and expected application.

1 January 1975

Provide the IRAC R&D Council a listing of major intelligence problems expected to arise in the post-1980 period, solution to which is not foreseen as a result of the projects listed in the 1 November report described above.

1 April 1975

Obtain from the IRAC R&D Council recommendations for R&D efforts which offer promise of responding to problems described in the 1 January listing.

1 July 1975

Obtain from the IRAC R&D Council a report listing major US R&D needs, response to which could be significantly advanced by enhanced knowledge of foreign technological achievements and methodologies.

Approved For Release 2004/08/30 : CIA-RDP80M01082A000800100010-6

A-23  
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SECRET

20 May 1974

OBJECTIVE NO. 9

Stimulate research, development and application of techniques and procedures to improve intelligence collection, processing, analysis, production and presentation, with particular attention to product improvements and cost savings.

Sub-Objective 9-B

Improve techniques for information handling and presentation, and develop new approaches to the analysis and presentation of intelligence data through the application of advances in information science and man-machine relationships. (This is seen as a continuing long term effort.)

MILESTONES

- |                |  |
|----------------|--|
| 1 October 1974 | Completion by the USIB Intelligence Information Handling Committee (IHC) of an inventory of national Intelligence Community (a) data systems and substantive files, (b) related applications methodologies, and (c) telecommunications systems.  |
| 1 January 1975 | USIB approval of recommendations for coordinated development of computer terminal and telecommunications programs for the Community, with particular emphasis on the use of terminals to exchange crisis management information and to perform indications and warning functions.                                  |
| 1 April 1975   | USIB consideration of recommendations for coordinated community action in which member agencies, as a service of common concern, accept responsibility for the production and maintenance on a timely basis of selected major files that are of continuing interest to community intelligence production analysts. |
| 1 July 1975    | Report to the USIB on new approaches to employment of information media techniques and technology and related ongoing R&D to extend user and analyst capacity for analyzing, perceiving and understanding intelligence information.  |
- Complete such studies as are necessary to provide overall policy guidance to the Community on the further improvement of information handling techniques to assist intelligence analysts in providing and presenting more timely and useful intelligence products.

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